MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2017/2018

BAC2694 – MANAGEMENT CONSULTANCY

(All sections / Groups)

1 JUNE 2018
9.00 a.m. – 12.00 p.m.
(3 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question paper consists of **TWO (2)** pages with **FOUR (4)** questions only.
2. Attempt **ALL** the questions. Distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

QUESTION 1

a) Consultant-management role interacts in the various ways: Supplementing, Complementing, Differentiating and Integrating. Define these interactions and provide examples for each.
(12 marks)

b) A consultant's first diagnosis of a business facing difficulty can focus on various areas. Name at least 4 areas and name the kind of value that a consultant can add in that area
(8 marks)

c) Why would a client want to hire a consultant? Explain.
(5 marks)

(Total: 25 marks)

QUESTION 2

Busy Bee is an internet café which did very well during the early 2000s. However, now that smartphones are easily accessible to everyone, the internet business is no longer doing well. The manager has observed on a holiday in Bali that the internet cafes there are doing well. But he assumed that it is because Bali is a holiday spot. He wonders if it's possible to have the same kind of success in Puchong, a busy trade city which caters mainly to small and medium business people.

Your company were hired for the project and your boss have decided on the following approach:

- **Market survey team:** Survey the kind of visitors to the business area in which Busy Bee is situated and create a profile of the visitors and the type of café/internet related services they might be interested in.
- **Competitor analysis team:** Visit similar types of businesses in other location and assessing their product and services offerings
- **Marketing team**: Examining the client's and its competitors media and communication materials

The findings and recommendations from all the teams will be combined in a single report and presented to the clients. They were given TWO months to complete the project.

Required

Prepare the following:
a) Work breakdown structure (10 marks)
b) Gantt Chart (15 marks)

(Total: 25 marks)

Continued...

QUESTION 3

You met the vice president of a local company and you overheard she mentioned that her company is struggling with getting their staff to take on middle management positions. She was thinking of conducting a survey among other companies in the region to learn how they handle this problem.

Required

a) How would you pitch your services to her if you were a HR consultant? (5 marks)

b) Do you feel that a survey of other companies would provide the right kind of information to solve this problem? Explain. (10 marks)

c) This company is facing resistance from the staff. Clearly some kind of change management is required. How would you advise the client? (10 marks)

(Total: 25 marks)

QUESTION 4

Your client CarDealer Sdn Bhd is an online automotive marketplace that enables dealers and individuals to buy and sell cars. Their website aggregates millions of new, used, and certified second-hand cars from thousands of car dealers and private sellers. The website also provides users with automotive reviews, shopping advice, and comparison tools for car financing and insurance information.

CarDealer has recently acquired 4 other companies operating in a similar domain that have somewhat overlapping products. They are increasingly facing problems with their sales and service processes because of the acquisitions. They come to you for a solution.

Prepare a project charter detailing the following:

i. Client's requirements (4 marks)
ii. Your approach (4 marks)
iii. Key deliverables (6 marks)
iv. Milestones (6 marks)
v. Key personnel's functions (5 marks)

(Total: 25 marks)

End of paper.